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The Effect of Work Culture and Compensation through Leadership on the Work Commitment of Kindergarten Teachers in Pariaman City

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Abstract. Schools can run effectively if management functions such as planning, organizing, motivation and supervision that are functioning properly, as well as supporting elements (teachers and staff) are available and meet the requirements. The purpose of this study is to examine the influence of work culture, compensation for work leadership, the influence of work culture, compensation for work commitment and the influence of leadership as an intervening variable between work culture and compensation for the kindergarten teacher work commitments in Pariaman City. The approach used in this research is quantitative research and testing the proposed hypothesis. Hypothesis testing using the path analysis model. The population in this study was the total number of kindergarten teachers in Pariaman City as many as 54 people and a sample of 54 people. The data used are primary and secondary data. Analyzed by path analysis. Based on the results of the study found 1) there is an influence of work culture on the kindergarten teacher work leadership in Pariaman City, 2) there is an effect of compensation on the kindergarten teacher work leadership in Pariaman City, 3) there is an influence of work culture and compensation together towards the kindergarten teacher work leadership in Pariaman City, 4) there is an influence of work culture influencing the work commitment of kindergarten teachers in Pariaman City and 5) there is an effect of compensation on the work commitment of kindergarten teachers in Pariaman City and 6) there is an influence of work culture and compensation on work commitment through compensation as a moderating variable kindergarten teacher in Pariaman City.

Keywords. Work Culture, compensation, Leadership, Work Commitment

Introduction

The ideal wish for any school education institution is to have highly capable and productive teachers at work. However, this desire is sometimes unable to be realized in a school education institution. The inability factor of school education institutions is often caused by institutions not being able to distinguish between human resources (teachers and staff) who are in school institutions. School institutions sometimes are unable to distinguish between productive teachers and staff from unproductive teachers and staff. So that this situation has an impact on the absence of school institutions in paying attention to employees and employees,

namely teachers and staff as productive human resources, and does not seem to seriously pay attention to the conditions of teachers and staff who are in school education institutions.

Even more ironic, school institutions seem to make teachers and staff no different than machines. Institutions forget that teachers, staff and employees are assets to produce Human Resources products (students). To maintain teacher and staff productivity there are two factors that need attention. First, personal attribute factors. This factor should be controlled when the school institution conducts the specified recruitment, the minimum requirements that must be met by prospective teachers and staff so that in the future the institution only needs to do training and development.

Schools can run effectively if management functions such as planning, organizing, motivation and supervision that are functioning properly, as well as supporting elements (teachers and staff) are available and meet the requirements. Then one of the important problems faced by school principals is how to improve the work productivity of their staff so that they can support the successful achievement of goals. According to Schermerhen, that a good leader or manager is able to create a situation so that individuals or groups can work and achieve high work productivity (Schermerhen, 2013: 7). However, sometimes teachers do not carry out their obligations professionally as often do not come in, do not make learning plans, assume other teachers are not smart, indifferent to programs or activities made by the school, even there are some teachers who always look for the weaknesses of the headmaster so that the condition of the school institution is not conducive, even from this condition, the principal can be ousted from the school. Instead there are teachers or staff who work with enthusiasm, discipline and are always sensitive to programs or activities made by the school. This fact is only part of the complexity of the problems that are always faced by headmaster.

This situation shows the existence of disharmony in the wheels of a school organization or it can be said that the organizational climate is not conducive. The non-conducive is basically caused by the dissatisfaction of the teacher or staff so that their performance is not optimal and they even work as they wish. Then in running the organization's wheels so that it runs in accordance with the objectives with the expected goals there needs to be commitment to the organization. So that there is a significant synergy between job satisfaction with work commitments in the organization. Therefore it has become an obligation for principals to provide services to teachers and staff employees optimally so that with that service they feel satisfied and will carry out their duties with full commitment in order to achieve educational goals.

Some phenomena that illustrate the work commitments of kindergarten teachers in Pariaman City can be seen as follows:

Table 1
Issues Regarding Work Commitment of Kindergarten teachers In Pariaman City

Number	Problem	%
1.	Completion of work carelessly	15%
2.	Submission of work results is not timely	15%
3.	Low technical ability in completing work	20%
4.	Mastery of extra and urgent tasks from employees is still low	20%
5.	The lack of employee cooperation in working	20%
6.	Low self-determination in job changes	15%

Source: Pariaman City Education Agency, 2018

This phenomenon is increasingly apparent in the lack of automation and work flexibility, lack of support facilities, weak appreciation, work given to teachers is more risky, and patterns of relationships that are less harmonious due to internal conflicts. According to Achiar (2013) several factors affect one's commitment, namely: work quality, compensation, leadership, incentives, work motivation, organizational work culture.

Based on the employment status, kindergarten teachers are divided into two major groups, namely teachers who are appointed by an education unit organized by the government or local government called PNS teachers and teachers appointed by an education unit organized by the community are called private teachers. Law Number 14 of 2005 regulates that PNS teachers are given a salary in accordance with statutory regulations, while private teachers are given a salary based on work agreements or collective work agreements. This policy results in quite large income differences among TK teachers. The income of kindergarten teachers with civil servant status has been borne by the government. Teachers who serve in private education units under the auspices of large foundations have the opportunity to earn sufficient income, at a minimum Regional Minimum Wage (UMR) standard. However, kindergarten teachers who are appointed by education units under small foundations that only rely on income from students face their own challenges.

In Pariaman, there are still private teachers who are paid Rp. 300,000.00, far below the City Drinking Wage (UMK) set by the local government. In Pariaman found that in the education industry the salary and employee factors received the lowest ratings, while corporate culture got the highest ratings. While teachers who are civil servants get a large base salary of Rp. 2,000,000.

In line with the conditions above, an organization needs to create, foster and pay attention to aspects related to human resources, therefore managerial organizations always try to carry out their duties and functions through planning, organizing, directing, and controlling with the aim of being able to achieve goals. By providing facilities and infrastructure where management seeks to create a conducive work environment and work climate that can encourage employees to always innovate and create, including creating a fair system and a flexible structure with the division of tasks, authority and responsibility clear and humane, pay attention to the ability of employees and their efforts to achieve goals.

All problems caused by the low commitment of teachers of an educational institution are inseparable from the role of a school principal. Leadership gets the attention of experts to give new life to the organization and leadership is leadership. This leadership can create something new from something old. Leadership practices are able to bring about more fundamental changes, such as changes in employee values, goals, and needs.

Other factors that influence the kindergarten teacher's low work commitment are the work culture that is applied and the compensation he receives each month. Work Culture is a habit that is done repeatedly by employees in an organization, violation of this habit does not have strict sanctions, but from the organizational actors morally have agreed that the habit is a habit that must be obeyed in the context of carrying out work to achieve goals (Nawawi, 2015).

Referring to the phenomenon that there are kindergarten teachers in Pariaman City as described above, the author is interested in conducting a scientific research that was raised through a thesis entitled "The Influence of Work Culture and compensation through Leadership to the Work Commitment of Kindergarten Teachers in Pariaman City.

Foundation of Theory and Hypotheses

Work Culture

Work Culture is a habit that is done repeatedly by employees in an organization, violation of this habit does not have strict sanctions, but from the organizational actors morally have agreed that the habit is a habit that must be obeyed in the context of carrying out work to achieve goals (Nawawi, 2015). According to Robins (2015: 479) work culture is a system of understanding held by members of an agency. This system of shared understanding is a series of important characters that are be a value for an agency. Work Culture is a philosophy that is based on a view of life as values that become the nature, habits, and driving forces, entrenched in the life of a community or organization that is reflected in attitudes into behavior, beliefs, ideals, opinions and actions that manifest as work or work (Triguno, 2013).

Work culture indicators according to Triguno (2016) are:

- a. Discipline; Behavior that is always based on the rules and norms that apply inside and outside the company. Discipline includes compliance with laws and regulations, procedures, traffic, working time, interacting with partners, and so on.
- b. Openness; Readiness to give and receive true information from and to fellow partners for the benefit of the company.
- c. Mutual respect; Behavior that shows respect for the individual, duties and responsibilities of other fellow partners.
- d. Cooperation; Willingness to give and receive contributions from and or to partners in achieving the company's goals and targets.

Compensation

According to Hasibuan (2015: 55) compensation is all income from money, direct or indirect goods received by employees as compensation or services provided by the company. Compensation in the form of money means compensation paid with a currency to the employee concerned, compensation in the form of goods means compensation paid with goods. Based on the theory of Hasibuan (2015: 55), the compensation indicator can be divided into 2, in the form of money and goods.

Reward for their work in the form of financial and non-financial (Hasibuan, 2015: 29). The indicators are:

1. Direct compensation
2. Indirect compensation

Leadership

Rivai (2014: 23) states that leadership is a process of influencing others both within the organization and outside the organization to achieve the desired goals in certain situations and conditions. The process of influencing often involves power such as threats, rewards, authority, and persuasion. Leadership is a way used by leaders in influencing followers or subordinates to work together to achieve set goals. According to Gitosudarmo in Danang (2012: 34) states leadership is as a process of influencing the activities of individuals or groups to achieve goals in certain situations.

The indicators used in this leadership variable are (Wahjosumidjo, 2014: 45):

- a. Affects subordinates
- b. Motivate subordinates
- c. Directing subordinates
- d. Guide subordinates

Work Commitment

Definition of Work Commitment

Work commitment is a tendency in a person to feel actively involved with full responsibility. An active role with a full sense of responsibility that is owned by employees, then it will encourage him to jump directly in an activity, must be able to set decisions for himself and carried out properly. Because commitment is a decision or agreement of someone with himself to do or not do, stop or continue an activity, then personnel have one of several alternatives that are considered good, do not hesitate in taking a stand (Robbins, 2013: 99).

Commitment is inseparable from responsibility. People who commit, means doing, carrying out tasks, doing it seriously, and full of responsibility. Hendri (2013: 63) states that the low commitment of employees in carrying out their duties are influenced by factors such as; (1) leadership, (2) intelligence, (3) incentives received, (4) work motivation, (5) cooperation, (6) appropriateness of placement of health workers (job satisfaction) and (7) organizational climate. Meanwhile, according to Goleman and Alex (2014: 55) stated that the low commitment of employees in carrying out their duties is due to incompatibility of work with compensation / incentives they receive and work culture.

Research Methods

This study was designed to examine the effect of work culture and compensation on the work commitment of kindergarten teachers in Pariaman City mediated by leadership variables. The approach used in this research is quantitative research and testing the proposed hypothesis. Hypothesis testing using the path model. The population in this study was the total number of kindergarten teachers in Pariaman City as many as 54 people and a sample of 54 people. The type of data needed to support this research is obtained from the data: (1) Primary data, namely data obtained directly from employees who become respondents through a list of questions (questionnaire) from both the dependent variable and the independent variable. And this data is an answer that will be analyzed for the sake of statistical testing, and (2) Secondary data, that is data obtained from organizations that are related to this research. The analytical method is multiple linear regression analysis using the f, t and r-square test.

Research Results and Discussion

Test Instrument

Validity test

1. The results of data processing testing the validity of work commitment variable 1 can be up to work commitment 8 is valid where the value of correlated items total correlation > 0.3640 .
2. The results of data processing testing the validity of work culture variables 1 can be up to work culture 8 is valid where the value of correlated items total correlation > 0.3640 .
3. The results of data processing testing the validity of the compensation variable 1 can be up to 6 compensation is valid where the value of the correlated item total correlation > 0.3640 .
4. The results of data processing testing the validity of leadership variables 1 can be up to leadership 8 is valid where the value of correlated items total correlation > 0.3640 .

Reliability Test

Based on the table above it can be concluded that all items are reliable questions. All reliable variables are caused by the results of correlated total correlation items of 0.3640 (for $n = 30$ r table = 0.3640).

Description of Research Results

1. The average score of work commitment is 4.36 with the Respondent Achievement Rate (TCR) of 87.13%. This shows that the variable of work commitment of kindergarten teachers in Kota Pariaman falls into the category of **Very Good**. Thus it can be concluded that in general respondents have a very good work commitment in the city of Pariaman.
2. The average score of work culture is 4.00 with a Respondent Achievement Rate (TCR) of 79.95%. This shows that the work culture variable is included in the **Good Enough** category. Thus it can be concluded that the work culture in kindergarten teachers in Pariaman has been well created.
3. the average compensation score is 4.15 with a Respondent Achievement Rate (TCR) of 82.92%. This shows that the compensation variable is included in the **Very Good** category. Thus it can be concluded that in general compensation has been distributed fairly to kindergarten teachers in Pariaman City.
4. The average score of leadership is 3.98 with the Respondent Achievement Rate (TCR) of 79.68%. This shows that the leadership variable is included in the **Good category**. Thus it can be concluded that in general respondents TK teachers gave good responses to leadership.

Classic assumption test

Normality test

Asym.Sig (2-tailed) value for work culture variable (X1) is 0.474 compensation variable (X2) is 0.209 compensation variable (X3) is 0.438 work commitment variable (Y) 0.270, so it can be concluded that the value of Asym.Sig (2 -tailed) of all research variables whose value is greater than the significant level used in this study (= 0.05). Thus it can be concluded that all research variables are normally distributed, thus path analysis can be carried out because the data are normally distributed.

Linearity Test

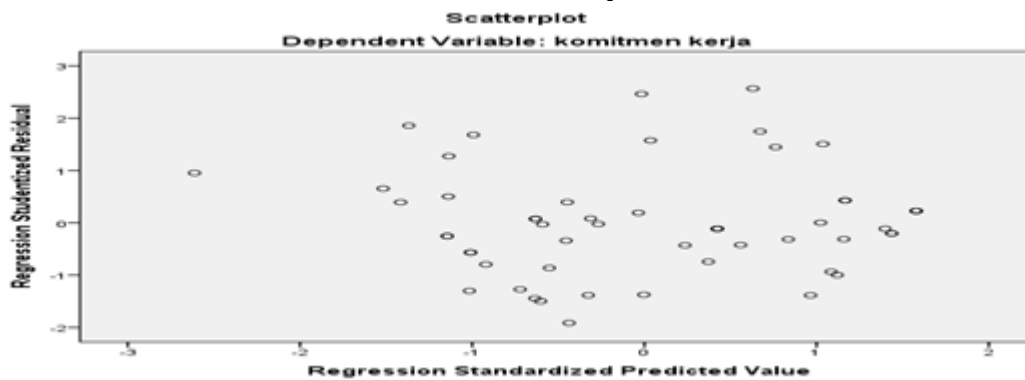
1. The Asym.Sig (2-tailed) value for the Work Culture (X1) variable is 0,000, so it can be concluded that the Asym.Sig (2-tailed) value of all the research variables is small in value from the significant level used in this study (= 0.05). Thus it can be concluded that the work culture variable has a linearity relationship with the variable work commitment.
2. Asym.Sig (2-tailed) value for compensation variable (X2) is 0,000, so it can be concluded that the Asym.Sig (2-tailed) value of all research variables is small in value from the significant level used in this study (= 0 , 05). Thus it can be concluded that the compensation variable has a linearity relationship with the variable work commitment.
3. The Asym.Sig (2-tailed) value for the leadership variable (X3) is 0,000, so it can be concluded that the Asym.Sig (2-tailed) value of all research variables is small in value from the significant level used in this study (= 0 , 05). Thus it can be concluded that the leadership variable has a linearity relationship with the variable work commitment.

Multicollinearity Test

The tolerance value of *Collinearity Statistics* is close to 1 (one) and the *VIF (Variance Inflation Factor)* value for all independent variables is below 10 (ten). This shows that there is no meaningful relationship between independent variables. Therefore it can be concluded that the results of this study did not experience a case of multicollinearity so that data processing with multiple linear regression can be because there are no cases of multicollinearity among fellow independent variables.

Heterokedositas Test

Figure 1
Heterokedasticity Test Results



Source: Primary Data Processed (2019)

Based on the picture, it can be concluded that there is no heterocostal case because the data distribution does not form a pattern.

Path Analysis

Sub-Structure Path Analysis 1

In the analysis of the first sub-structure, it will be seen the influence of work culture and compensation on the work leadership of kindergarten teachers in Pariaman City.

Table 2 : Path coefficient 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.275	3.230		.395	.695
	Work Culture	.632	.110	.595	5.750	.000
	Compensation	.415	.145	.295	2.850	.006

Source: Primary Data Processing, 2019

Based on data analysis, it is known that the two exogenous variables have a significant influence on endogenous variables, so that it can proceed with sub-structure II analysis.

At this stage the authors calculate the other variables that are not included in the model using the formula proposed by Sitepu (1994: 23) are as follows:

$$P_{ye} = \sqrt{1-r^2} y_{x_1, \dots, X_k}$$

$$P_{ye} = \sqrt{1-0,637}$$

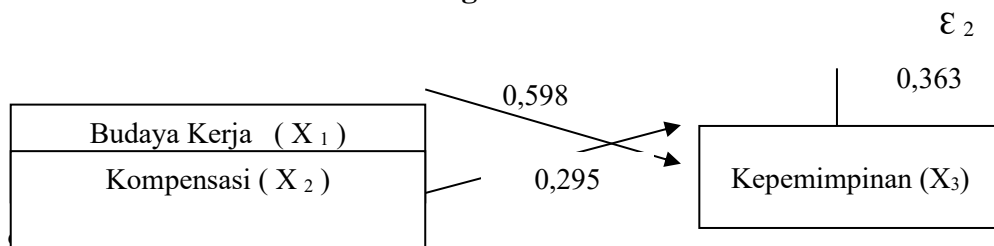
$$P_{ye} = 0,363$$

So the magnitude of the influence of work culture and compensation on the work leadership of kindergarten teachers in Kota Pariaman based on the results of calculations in the path analysis is 79.8%. The pictures of sub-structure 1 can be described as follows:

$$X_3 = P_{X_3X_1} X_1 + P_{X_3X_2} X_2 + e$$

$$X_3 = 0,258 X_1 + 0,709X_2 + e$$

Figure 2 : Structure Sub 1



In sub-structure 2 this will analyze the influence of leadership as an intervening variable between work culture and compensation towards the work commitment of kindergarten teachers in Pariaman City.

Table 3 : Sub-Structure Path coefficient 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10.473	1.527		6.857	.000
1 Work culture	.138	.067	.185	2.071	.044
Compensation	.416	.074	.422	5.630	.000
Leadership	.299	.066	.427	4.523	.000

Sources: Primary data processing, 2019

From the analysis of sub structure II found that the three exogenous variables affect the endogenous variables (Y), namely:

1. Work culture variable has a positive effect on the work commitment of kindergarten teachers in Pariaman City by 18.5%.
2. The compensation variable has a positive effect on the work commitment of kindergarten teachers in Kota Pariaman by 42.2%.
3. The leadership variable has a positive effect on the work commitment of kindergarten teachers in Kota Pariaman by 42.7%.

So it can be described. The results of data processing in sub-structure 2 above can be substituted into path analysis, namely :

$$Y = P_{yx_1} X_1 + P_{yx_2} X_2 + P_{yx_3} X_3 + e$$

$$Y = 0,185X_1 + 0,422X_2 + 0,427 X_3 + e$$

At this stage the authors calculate the other variables that are not included in the model using the formula proposed by Sitepu (1994: 23) are as follows:

$$P_{ye} = \sqrt{1 - r^2_{yx_1 \dots X_k}}$$

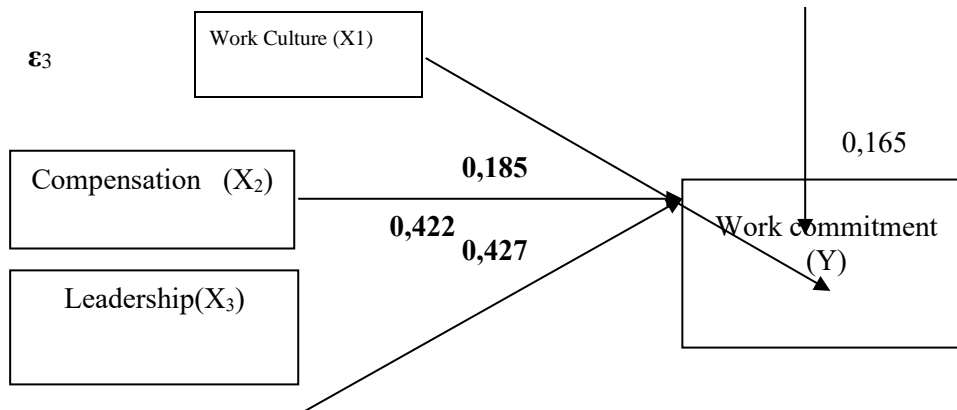
$$P_{ye} = \sqrt{1 - 0,835}$$

$$P_{ye} = 0,165$$

So the magnitude of the influence of other variables on the work commitment of kindergarten teachers in Pariaman City based on calculations by path analysis is 16.5%.

The chart of the results of data analysis for sub-structures 1 and 2 are as follows:

Figure 3: Sub Structure Analysis Results 2



Based on the table above it can be seen that each variable has a direct influence on the dependent variable, the following is presented the magnitude of the effect of each variable:

1. Work culture variable influences 18.5% of the work commitment of kindergarten teachers in the Pariaman City.
2. The compensation variable influences 42.2% of the work commitment of kindergarten teachers in Pariaman City.
3. The leadership variable influences 42.7% of the work commitment of kindergarten teachers in the Pariaman City.

Hypothesis testing

1. First Hypothesis

The first hypothesis is that work culture influences the work leadership of kindergarten teachers in Kota Pariaman. Based on the analysis of data for testing the first hypothesis, it is known that the path coefficient $P_{x3x1} = 0.595$, with t arithmetic 5.750 and a significance value of 0.000. If the significance value is compared to the significance level used in this study ($= 0.05$) then it is evident that the significance value is smaller than the significance level ($0,000 < 0,05$). It can be concluded that there is an influence of work culture on the work leadership of kindergarten teachers in Kota Pariaman. Thus the first hypothesis proposed in this study can be accepted at the 95% confidence level.

2. Second Hypothesis

The second hypothesis is compensation influences the work leadership of kindergarten teachers in Kota Pariaman. Based on the analysis of the data for testing the second hypothesis, it is known that the path coefficient $P_{x3x2} = 0.295$, with a t -count of 2,850 and a significance value of 0.006. If the significance value is compared to the significance level used in this study ($= 0.05$) then it is proven that the significance value is smaller than the significance level ($0.006 < 0.05$). Thus it can be concluded that there is a significant effect of compensation on the work leadership of kindergarten teachers in Kota Pariaman. Thus the second hypothesis proposed in this study can be accepted at the 95% confidence level.

3. Third Hypothesis

The third hypothesis is that work culture and compensation together influence the work leadership of kindergarten teachers in Pariaman City. Based on data analysis for testing the third hypothesis, a significance value of 0,000 is known. If the significance value is compared to the significance level used in this study (= 0.05) then it is evident that the significance value is smaller than the significance level (0,000 < 0.05). Thus it can be concluded that there is an influence significant work culture and compensation together affect the work leadership of kindergarten teachers in Pariaman City. Thus the third hypothesis proposed in this study can be accepted at the 95% confidence level.

4. Fourth Hypothesis

The fourth hypothesis is that work culture influences the work commitment of kindergarten teachers in Pariaman City. Based on the analysis of data for testing the fourth hypothesis, it is known that the path coefficient $P_{xyx1} = 0.185$, with a tcount of 2.071 and a significance value of 0.044. If the significance value is compared to the significance level used in this study (= 0.05) then it is proven that the significance value is smaller than the significance level (0.044 < 0.05). Thus it can be concluded that there is a significant influence of work culture on the work commitment of kindergarten teachers in Pariaman City. Thus the fourth hypothesis proposed in this study can be accepted at the 95% confidence level.

5. Fifth Hypothesis

The fifth hypothesis is compensation influences the work commitment of kindergarten teachers in Kota Pariaman. Based on the analysis of data for testing the fifth hypothesis, it is known that the path coefficient of $P_{xyx2} = 0.422$, with tcount of 5.630 and a significance value of 0.000. If the significance value is compared to the significance level used in this study (= 0.05) then it is evident that the significance value is smaller than the significance level (0,000 < 0.05). Thus it can be concluded that there is a significant effect of compensation on the work commitment of kindergarten teachers in Pariaman City. Thus the fifth hypothesis proposed in this study can be accepted at the 95% confidence level

6. Sixth Hypothesis

Direct and Indirect Effects

Because all of the causal variables are significant, the direct and indirect effects of work culture, compensation and leadership variables on teacher work commitments compensation and leadership to the work commitment of kindergarten teachers in Pariaman City. To determine the effect of one independent variable on another either directly or indirectly as follows:

Determine the influence of one variable to other variables directly or indirectly (intermediary).

- For training variables (X1)

The direct influence of work culture on work commitment

$$Y \leftarrow X_1 \rightarrow Y = P_{yx1} \cdot P_{yx1}$$

$$= 0,185 \times 0,185$$

$$= 0,034$$

The indirect influence of work culture and compensation on work commitments through leadership

$$Y \leftarrow X_3 X_1 \rightarrow Y : P_{yx1} \cdot P_{x_3 x_1} \cdot P_{yx_3}$$

$$= 0,185 \times 0,595 \times 0,427$$

$$= 0,047$$

• For compensation variable (X2)

The direct effect of compensation on work commitments:

$$Y \leftarrow X_2 \rightarrow Y = P_{yx_2} \cdot P_{yx_2}$$

$$= 0,422 \times 0,422$$

$$= 0,178$$

The indirect effect of compensation on work commitments through leadership

$$Y \leftarrow X_3 X_2 \rightarrow Y : P_{yx_2} \cdot P_{x_3x_2} \cdot P_{yx_3}$$

$$= 0,422 \times 0,295 \times 0,427$$

$$= 0,053$$

• For leadership variables (X3)

The direct influence of leadership on work commitment:

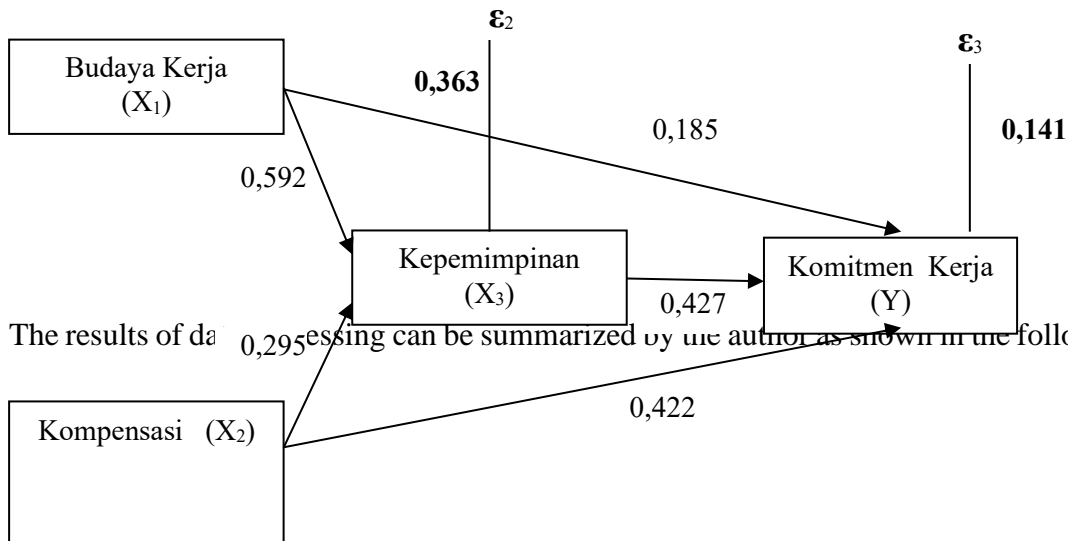
$$Y \leftarrow X_3 \rightarrow Y = P_{yx_3} \cdot P_{yx_3}$$

$$= 0,427 \times 0,427$$

$$= 0,1823$$

The results of data analysis can be seen in the following path analysis results chart:

Figure 4
 Path Analysis Results



The results of data analysis can be summarized by the author as shown in the following table:

Table 4: Recapitulation of the Effects of Exogenous Variables on Endogenous Variables

No	Explanation	%	%
1	The magnitude of the effect of X1 on Y directly	3,4	
3	The magnitude of the effect of X1 on Y through X3	4,7	
4	The total effect of X1 on Y		8,1
5	The magnitude of the effect of X2 on Y directly	17,8	
6	The magnitude of the effect of X2 on Y through X3	5,3	
7	The total effect of X2 on Y		23,1
8	The magnitude of the effect of X3 on Y directly	18,23	
9	The total effect of X3 on Y		18,23

10	The total effect of exogenous variables on endogenous	49,43	49,43
11	The magnitude of the influence of other variables	50,57	50,57
	Total	100	100

Source: Primary data processing, 2019

Based on the table above, it can be seen the effect of each independent variable on the dependent variable, the magnitude of the effect of the independent variable on the dependent variable indirectly.

Discussion

The Influence of Work Culture on the Work Leadership of Kindergarten Teachers in Pariaman City

The results of the study found that there is a work culture towards the work leadership of kindergarten teachers in Pariaman City. Based on the analysis of data for testing the first hypothesis, it is known that the path coefficient $P_{x3x1} = 0.595$, with t arithmetic 5.750 and a significance value of 0.000. If the significance value is compared with the significant level used in this study ($= 0.05$) then it is proven that the significance value is smaller than the level of significance ($0,000 < 0.05$). It can be concluded that there is an influence of work culture on the work leadership of kindergarten teachers in Pariaman City. Thus the first hypothesis proposed in this study can be accepted at the 95% confidence level.

Work culture is a system of understanding held by members of an agency. This shared understanding system is a series of important characters that are of value to an institution. Good or bad work culture in an agency is determined by the leadership of an organization. A work success, rooted in the values that are owned and behavior that becomes his habit. These values originate from customs, religions, norms and rules which become their beliefs become habits in work or organizational behavior. The values that have become a habit are called culture. Because culture is associated with quality or work quality, it is called work culture.

Effect of Compensation on the Work Leadership of Kindergarten Teachers in Pariaman City

The results of the study have the effect of compensation on the work leadership of kindergarten teachers in Pariaman City. Based on the analysis of the data for testing the second hypothesis, it is known that the path coefficient $P_{x3x2} = 0.295$, with a t-count of 2,850 and a significance value of 0.006. If the significance value is compared to the significance level used in this study ($= 0.05$) then it is proven that the significance value is smaller than the significance level ($0.006 < 0.05$).

Compensation is all income from money, direct or indirect goods received by employees as compensation or services provided by the company. Compensation in the form of money means compensation paid with a currency to the employee concerned, compensation in the form of goods means compensation paid with goods. Giving competence is influenced by leadership in an organization. This is reinforced by research conducted by Sulastri (2015) The Effect of Organizational Culture and Compensation on Leadership at KPP Pratama Sukoharjo, the results of the study found no influence of employee leadership compensation.

The Effect of Simultaneous Work Culture and Compensation on the Work Leadership of Kindergarten Teachers in Pariaman City

The results of the study have the influence of work culture and compensation together on the kindergarten teacher work leadership in Pariaman City. Based on data analysis for testing the

third hypothesis, a significance value of 0,000 is known. If the significance value is compared to the significance level used in this study ($= 0.05$) then it is evident that the significance value is smaller than the significance level ($0,000 < 0.05$).

Rivai (2014: 23) states that leadership is the process of influencing others both within the organization and outside the organization to achieve the desired goals in a particular situation and condition. The process of influencing often involves power such as threats, rewards, authority, and persuasion. Leadership is a way used by leaders in influencing followers or subordinates to work together to achieve set goals. According to Gitosudarmo in Danang (2012: 34) states leadership is as a process of influencing the activities of individuals or groups to achieve goals in certain situations.

The Influence of Work Culture on the Work Commitment of Kindergarten Teachers in Pariaman City

The results of the study have the influence of work culture influence the work commitment of kindergarten teachers in the City of Pariaman. Based on the analysis of the data for testing the fourth hypothesis, it is known that the path coefficient $P_{xyx1} = 0.185$, with a tcount of 2.071 and a significance value of 0.044. If the significance value is compared with the significance level used in this study ($= 0.05$) then it is proven that the significance value is smaller than the significance level ($0.044 < 0.05$).

Anne Hermayanti's research (2015) on the Influence of Work Culture on the Commitment of Employees of PT Indofood CBP Sukses Makmur Tbk Bandung Branch Noodle Division found that the Noodle Division of the company implements excellent work culture and employees perform commitments. Excellent work culture, discipline, integrity, innovative, respect have a positive and significant effect on employee commitment, while unity has no significant effect on employee commitment.

Effect of Compensation on the Work Commitment of Kindergarten Teachers in Pariaman City

The results of the study have the effect of compensation on the work commitment of kindergarten teachers in Kota Pariaman. Based on the analysis of data for testing the fifth hypothesis, it is known that the path coefficient of $P_{xyx2} = 0.422$, with tcount of 5.630 and a significance value of 0.000. If the significance value is compared to the significance level used in this study ($= 0.05$) then it is evident that the significance value is smaller than the significance level ($0,000 < 0.05$).

Nindithia Dwi Putri's research (2017) on the Effects of Compensation on Employee Commitments in the Marketing Department of the Ethical Regular Division of PT. Pharos Indonesia. The results of this research have been obtained, are expected to help companies in improving the system of compensation to employees in order to increase the sense of commitment that exists in employees. The next researcher is expected to be able to redevelop this research, where there are other variables that can affect employee commitment, not just limited to compensation variables

Influence of Leadership as an Intervening Variable Between Work Culture and Compensation for the Work Commitment of Kindergarten Teachers in Pariaman City

The results of the study have the effect of work culture and compensation on work commitment through compensation as an intervening variable for kindergarten teachers in Pariaman City.

Leadership is an activity influencing people so that they like trying to achieve group goals by hiring, firing, disciplining, promoting, raising employee salaries (compensation), risk takers,

dynamic, creative, guiding, directing, protecting, fostering, setting an example, give encouragement, change and have a vision.

Conclusion

1. The results of the study there is the influence of work culture on the work leadership of kindergarten teachers in Pariaman City. Based on the analysis of the data for testing the first hypothesis, it is known that the path coefficient $P_{x3x1} = 0.595$, with t arithmetic 5.750 and a significance value of 0.000. If the significance value is compared with the level significant used in this study ($= 0.05$), it is proven that the significance value is smaller than the significance level ($0,000 < 0.05$).
2. The results of the study there is the effect of compensation on the work leadership of kindergarten teachers in Pariaman City. Based on the analysis of the data for testing the second hypothesis, it is known that the path coefficient $P_{x3x2} = 0.295$, with a t-count of 2,850 and a significance value of 0.006. If the significance value is compared to the significance level used in this study ($= 0.05$) then it is proven that the significance value is smaller than the significance level ($0.006 < 0.05$).
3. The results of the study have the influence of work culture and compensation together on the kindergarten teacher work leadership in the City of Pariaman. Based on data analysis for testing the third hypothesis, a significance value of 0,000 is known. If the significance value is compared to the significance level used in this study ($= 0.05$) then it is evident that the significance value is smaller than the significance level ($0,000 < 0.05$).
4. The results of the study have the influence of work culture influence the work commitment of kindergarten teachers in the City of Pariaman. Based on the analysis of the data for testing the fourth hypothesis, it is known that the path coefficient $P_{xyx1} = 0.185$, with a tcount of 2.071 and a significance value of 0.044. If the significance value is compared with the significance level used in this study ($= 0.05$) then it is proven that the significance value is smaller than the significance level ($0.044 < 0.05$).
5. The results of the study there is the effect of compensation on the work commitment of kindergarten teachers in Pariaman City. Based on the analysis of data for testing the fifth hypothesis, it is known that the path coefficient of $P_{xyx2} = 0.422$, with tcount of 5.630 and a significance value of 0.000. If the significance value is compared to the significance level used in this study ($= 0.05$) then it is evident that the significance value is smaller than the significance level ($0,000 < 0.05$).
6. The results of the study there is the influence of work culture and compensation on work commitment through compensation as an intervening variable for kindergarten teachers in Pariaman City.

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